Introduction City Service Areas

CITY SERVICE AREAS

Community & Economic Development

Environmental & Utility
Services

Neighborhood Services

Public Safety

Transportation & Aviation Services

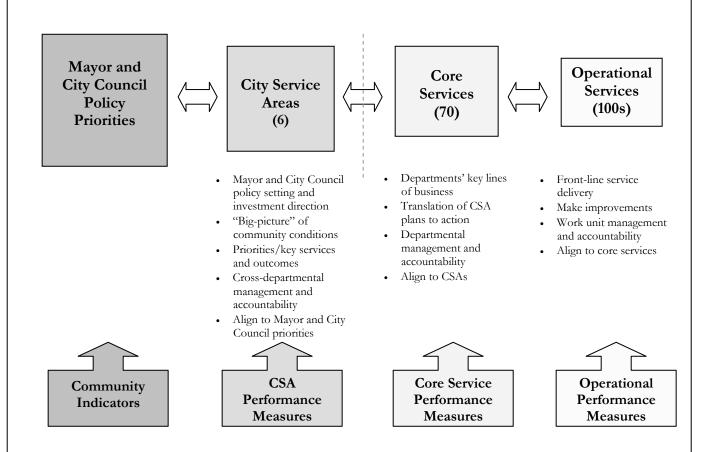
Strategic Support

What is a City Service Area?

City Service Areas (CSAs) integrate services provided in individual departments into the City's five key lines of business – Community and Economic Development, Environmental and Utility Services, Neighborhood Services, Public Safety, and Transportation and Aviation Services. An additional CSA, referred to as "Strategic Support," represents the internal functions that enable the other five CSAs to provide services to the community. These cross-departmental CSAs provide a forum for strategic planning and investment decisions within the context of the Mayor and City Council policy priorities. Plans, policies, and investment decisions at the CSA level are then carried out through departmental core and operational services.

The following pages present an overview of the CSA framework and how it is used in San José's operating and capital budgets and in performance reporting to the City Council and the public.

City of San José's Service Delivery Framework for Performance-Driven Government



The City of San José's Service Delivery Framework for Performance-Driven Government aligns front line (or operational) services to the Mayor and City Council Policy Priorities. This structure acknowledges the complexity of the organization and the wide variety of services delivered and provides tools at all levels of the organization to plan, manage, and measure the results that customers experience.

The 2002-2003 Operating Budget was San José's first performance-based budget developed by City Service Area (CSA). CSAs enable the City to strategically plan and show results of the collaboration among departments. Each CSA aligns the efforts of a number of core services (each with its own set of performance measures) into the City's key lines of business.

Both the operating and capital budget documents are aligned to the CSA framework. A CSA-based capital project reporting system has been implemented along with consistent performance measures to ensure that the City meets its quality, on-time, and on-budget goals for project delivery.

CSA Alignment for the Budget Document

The operating budget document reflects San José's service delivery-based framework for performance-driven government. In that framework, each of the 70 departmental core services is aligned to one of six CSAs to which it contributes. A "map" detailing the alignment of the 70 core services to the six CSAs, including a description of the CSA mission and a listing of the CSA outcomes (the "ends" to which the plans, efforts, resources, and results of the CSA are directed) is provided at the end of this Introduction.

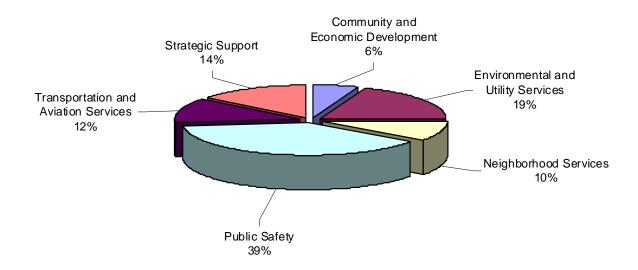
Each of the CSA overview sections that follow includes a description of the CSA's mission, partner departments, and a CSA outcome listing. A Budget Summary displays expected service delivery and impacts of budget actions, followed by the CSA's total budget by core service and authorized positions. This is followed by a CSA Overview that provides context through a discussion of service delivery accomplishments, the service delivery environment, and the CSA priorities and key services. The final section of the CSA Overview, Budget Dollars at Work: Performance Goals, displays performance data and targets and a discussion of current and planned performance for each of the CSA outcomes and strategic goals. Finally, a CSA budget changes summary provides a snapshot of the actions in this budget, and is aligned to the more detailed descriptions in the relevant departmental core services sections which follow the CSA Overview.

Resource Allocation by CSA

In the following CSA Budget Summary and in the individual CSA sections which follow, the operating budget resources are presented by CSA, as well as by core service, and include personal services expenditures for all funds, non-personal/equipment expenditures for all funds with the exception of capital funds, and city-wide expenditures. A CSA Position Summary is also included and is presented elsewhere in this document at the core service level.

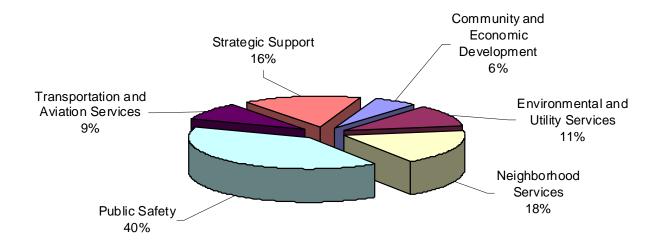
City Service Areas

City Service Area Budget Summary



	2008-2009 Actual 1	2009-2010 Adopted 2	2010-2011 Forecast 3	2010-2011 Adopted 4	% Change (2 to 4)
Dollars by CSA					
Community & Economic					
Development	\$ 73,687,678	\$ 72,274,885	\$ 71,776,485	\$ 66,717,178	(7.7%)
Environmental & Utility Services	207,113,385	228,276,230	217,747,086	221,562,766	(2.9%)
Neighborhood Services	117,433,424	116,711,424	121,323,351	109,786,503	(5.9%)
Public Safety	436,659,833	441,151,805	474,511,528	440,530,960	(0.1%)
Transportation & Aviation Services	144,578,659	149,172,927	151,895,849	136,262,683	(8.7%)
Strategic Support	172,597,165	174,188,731	176,629,144	163,504,281	(6.1%)
Total	\$ 1,152,070,144	\$ 1,181,776,002	\$ 1,213,883,443	\$ 1,138,364,371	(3.7%)

City Service Area Position Summary



	2008-2009 Actual 1	2009-2010 Adopted 2	2010-2011 Forecast 3	201 0-2011 Adopted 4	% Change (2 to 4)
Staffing by CSA					
Community & Economic Development	520.18	432.71	397.86	346.23	(20.0%)
Environmental & Utility Services	643.93	654.38	653.83	647.51	(1.0%)
Neighborhood Services	1,232.07	1,229.14	1,171.29	1,071.80	(12.8%)
Public Safety	2,602.91	2,570.55	2,548.81	2,320.49	(9.7%)
Transportation & Aviation Services	731.07	677.12	675.67	529.49	(21.8%)
Strategic Support	1,046.61	1,059.45	996.35	924.22	(12.8%)
Total	6,776.77	6,623.35	6,443.81	5,839.74	(11.8%)

City Service Area – Core Service Map

COMMUNITY & ECONOMIC DEVELOPMENT CSA

Mission: To manage the growth and change of the City of San José in order to encourage a strong economy, create and preserve healthy neighborhoods, ensure a diverse range of housing and employment opportunities, and encourage a diverse range of arts, cultural and entertainment offerings.

Outcomes:

- Strong Economic Base
- Safe, Healthy, Attractive and Vital Community
- · Diverse Range of Housing Options
- Range of Quality Events, Cultural Offerings, and Public Amenities

Core Services

CITY MANAGER - ECONOMIC DEVELOPMENT

- Arts and Cultural Development
- Business Development and Economic Strategy
- Outdoor Special Events
- Workforce Development

CONVENTION FACILITIES

Convention Facilities

FIRE

Fire Safety Code Compliance

Housing

- Community Development and Investment
- Increase the Affordable Housing Supply
- Maintain the Existing Affordable Housing Supply

PBCE

- Development Plan Review and Building Construction Inspection
- Long Range Land Use Planning

PUBLIC WORKS

 Regulate/Facilitate Private Development

SAN JOSE REDEVELOPMENT AGENCY

- Enhance the Quality and Supply of the City's Housing Stock
- Initiate and Facilitate Private Development
- Initiate and Facilitate Public Facilities and Spaces
- Promote and Implement
 Neighborhood Improvement Strategies

ENVIRONMENTAL & UTILITY SERVICES CSA

Mission: Provide environmental leadership through policy development, program design, and reliable utility services.

Outcomes:

- Reliable Utility Infrastructure
- Healthy Streams, Rivers, Marsh and Bay
- "Clean and Sustainable" Air, Land and Energy
- Safe, Reliable, and Sufficient Water Supply

Core Services

ENVIRONMENTAL SERVICES

- Natural and Energy Resources Protection
- Potable Water Delivery
- Recycled Water Management
- Recycling and Garbage Services
- Stormwater Management
- Wastewater Management

TRANSPORTATION

- Sanitary Sewer Maintenance
- Storm Sewer Management

NEIGHBORHOOD SERVICES CSA

Mission: To serve, foster, and strengthen community by providing access to lifelong learning, opportunities to enjoy life, and preserving healthy neighborhoods.

Outcomes:

- Safe and Clean Parks, Facilities and Attractions
- Vibrant Cultural, Learning, Recreation, and Leisure Opportunities
- Healthy Neighborhoods and Capable Communities

Core Services

GENERAL SERVICES

Animal Care and Services

LIBRARY

- Access to Information, Library Materials and Digital Resources
- Formal and Lifelong Self-Directed Education

PRNS

- Community Strengthening Services
- Life Enjoyment Services
- Neighborhood Livability Services

PBCE

Community Code Enforcement

City Service Area - Core Service Map

PUBLIC SAFETY CSA

Mission: Provide prevention and emergency response services for crime, fire, medical, hazardous, and disaster related situations.

Outcomes:

- The Public Feels Safe Anywhere, Anytime in San José
- Residents Share the Responsibility for Public Safety

Core Services

FIRE

- Emergency Response
- Fire Prevention

INDEPENDENT POLICE AUDITOR

Independent Police Oversight

POLICE

- Crime Prevention and Community Education
- Investigative Services
- Regulatory Services
- Respond to Calls for Service
- Special Events Services

TRANSPORTATION & AVIATION SERVICES CSA

Mission: To provide the community with safe, secure, and efficient surface and air transportation systems that support San José's livability and economic vitality.

Outcomes:

- Provide Safe and Secure Transportation Systems
- Provide Viable Transportation Choices that Promote a Strong Economy
- Travelers Have a Positive, Reliable and Efficient Experience
- Preserve and Improve Transportation Assets and Facilities
- Provide a Transportation System that Enhances Community Livability

Core Services

AIRPORT

- Airport Customer Service
- Airport Environmental Management
- Community Air Service

POLICE

Traffic Safety Services

TRANSPORTATION

- Parking Services
- Pavement Maintenance
- Street Landscape Maintenance
- Traffic Maintenance
- Transportation Operations
- Transportation Planning and Project Delivery

STRATEGIC SUPPORT CSA

Mission: To effectively develop, manage and safeguard the City's fiscal, physical, technological, and human resources to enable and enhance the delivery of City services and projects.

Outcomes:

- A High Performing Workforce that is Committed to Exceeding Internal and External Customer Expectations
- Safe and Functional Public Infrastructure, Facilities and Equipment
- Effective Use of State-of-the-Art Technology
- Sound Fiscal Management that Facilitates Meeting the Needs of the Community

Core Services

FINANCE

- Disbursements
- Financial Reporting
- Purchasing and Materials Management
- Revenue Management
- Treasury Management

GENERAL SERVICES

- Facilities Management
- Fleet and Equipment Services

HUMAN RESOURCES

- Employee Benefits
- Employment Services
- Risk Management
- Training and Development

INFORMATION TECHNOLOGY

- Customer Contact Center
- Enterprise Technology Systems and Solutions
- Information Technology Infrastructure

PUBLIC WORKS

Plan, Design and Construct Public Facilities and Infrastructure

RETIREMENT

Retirement Plan Administration

MAYOR, CITY COUNCIL AND APPOINTEES

Mission: Council appointees exist to support and advance the collective work done by the City organization through leadership, communication, and coordination.

MAYOR AND CITY COUNCIL

- Office of the Mayor
- City Council

CITY ATTORNEY

- Legal Representation
- Legal Transactions

CITY AUDITOR

Audit Services

CITY CLERK

 Facilitate the City's Legislative Process

CITY MANAGER

- Analyze, Develop and Recommend Public Policy
- Lead and Advance the Organization
- Manage and Coordinate City-Wide Service Delivery

